

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

ISB Meeting with Citicorp - 12/11/87

FROM:

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EXTENSION

NO.

ER 3911-87

DATE

4 December 1987

TO: (Officer designation, room number, and building)

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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Central Intelligence Agency



Washington, D.C. 20505

ER 3911-87
4 December 1987

Mr. Paul F. Glaser
Chairman, Corporate Technical Committee
Citicorp
3100 Ocean Park Boulevard
Santa Monica, California 90405

Dear Mr. Glaser:

We are delighted that you will be able to meet with us next week to exchange views on the management of information technology.

We will be meeting in room 26C of the IBM Building at 590 Madison Avenue on 11 December from 9:00 until 10:15. The telephone number at IBM is (212) 841-6438. You are invited to join us for a buffet lunch at noon.

Enclosed is some information describing the CIA, how we use information technology, the participants in next week's meeting, and a list of potential topics for discussion. If you have any questions, please call me at [redacted].

Sincerely,

/signed/

Enclosures

1. Background for Meeting
2. Intelligence Community Chart (Orig Only)
3. CIA Organization Chart (Orig Only)

DCI/EXDIR, [redacted] (4 Dec 87)

Distribution:

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BACKGROUND

CIA Information Systems Board Meeting in New York City during 10-11 December 1987

Information Technology at the CIA

The Central Intelligence Agency is an information business. We gather information from around the world -- through clandestine means such as human agents, through technical means such as signals or imagery, and through open sources such as diplomats or press reports. This information flows into our Headquarters where it is refined through extensive processing and analysis. Our product, finished intelligence, is then passed on to our customers, principally the President and other National decision makers. The CIA might be characterized as a specialized provider of news and information services to the Government.

As our customers have turned to the Agency to produce better intelligence more rapidly and dealing with a wider range of issues, the Agency has turned to technology to achieve the productivity gains necessary to satisfy ever increasing demands. The past decade has seen an extraordinary proliferation of information systems within the Agency. There is a strong corporate commitment to provide every employee with the information processing tools necessary to get the job done; today most employees have some sort of workstation at their desk. We spend a significant portion of our budget on technology which moves, stores or processes information. We are dependent upon information technology to fulfill almost every aspect of our mission.

To support general-purpose computing and corporate applications, the Agency operates more than twenty large IBM systems (308X and 309X processors running VM and MVS). We have several Unisys systems (119X processors) and a Cray for specialized intelligence applications. The most common mid-range computers are Digital Equipment VAX systems, also supporting specialized intelligence applications. A large base of teletype terminals is being replaced with IBM-compatible personal computers (using the IBM 3270 protocol). Some of our more sophisticated applications are based upon SUN workstations. The Wang Alliance is our ubiquitous office system, although growing numbers of Wang VS systems are being acquired. Within our Headquarters, voice and data connectivity is provided by a large network of digital PBXs. We are beginning to replace our dedicated telecommunication circuits in the Washington area with an IBM SNA-based network. Similar efforts are underway to migrate our telecommunications between our Headquarters and the field to an X.25-based network.

Management of Information Technology

In many respects, the Agency bears little resemblance to the popular image of Government. The Agency tends to decentralize authority and responsibility. The result is a "federal system" for managing information technology in which corporate services are centrally managed and customer-specific services are decentralized.

The central services are provided by the Directorate of Administration. The Office of Information Technology provides centralized data processing and domestic telecommunications services. The Office of Communications provides centralized telecommunications between Headquarters and our offices overseas. While many of our corporate systems are built and operated by these two offices, neither has a monopoly.

Three of the four directorates within the Agency have their own information service organizations. The Office of Information Resources deals with information technology matters for the Directorate of Intelligence, as does the Information Management Staff for the Directorate of Operations and the Office of Information Technology for the Directorate of Administration. Due to the nature of the Directorate of Science and Technology, information services are decentralized with coordination at the directorate-level.

The Executive Director deals with management issues which span the directorates. The Information Systems Board is an executive steering committee which assists the Executive Director in fulfilling this responsibility as it relates to the management of information technology.

Information Systems Board

You will be meeting with:

Executive Director (and chairman).

Director of Information Resources (Directorate of Intelligence).

Chief, Information Management Staff (Directorate of Operations).

Director of Security (Directorate of Administration).

Director of Communications (Directorate of Administration).

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[redacted] Deputy Director of Information Technology (Directorate of Administration). [redacted] the Director of Information Technology, will be unable to attend.

Deputy Comptroller.

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Jim Hirsch, Associate Deputy Director for Science and Technology will be unable to attend; [redacted] his assistant for matters pertaining to information technology, is attending in his place. Also present is [redacted] an assistant to [redacted]

Issues of Interest

Some potential topics for discussion include:

Direction setting. Planning within the Agency tends to be a bottom-up process. How do we promote greater involvement by senior management (in our case, at the directorate-level) in strategic planning for information technology.

Investment Strategy. Our budget is developed vertically (along directorate lines). Yet information technology programs span these boundaries. How do you develop a strategy for balanced investment in information technology?

Information Security. Information is our most precious corporate asset. An increasing proportion resides in personal computers. How do you stimulate progress towards protecting these vital information resources against theft or accidental loss?

Division of Responsibilities. The relationships among the providers and consumers of information services are being affected by changes in the technology and attitudes. How do you define who does what in such a dynamic environment?

Standards. Our goal is a telecommunications and data processing network in which the sharing of information is limited only by security requirements. We are requiring that systems conform with protocols for telecommunications, documents, databases and graphics. Where else should we be considering standards?

Which other aspects of information technology are, or should be, of concern to top management?